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This instruction provides guidance for HQ AFMC Battle Staff (BS) contingency support operations as described in the AFMC War and Mobilization Plan, Volume 1 (WMP 1) and implements AFPD 10-2, Readiness. It applies to all HQ AFMC directorates, supporting agencies and field operating agencies.

SUMMARY OF REVISIONS

Adds a sentence in paragraph 5.1 clarifying when situation briefings are presented. Updates terms and office symbols from the 7 February 1997 version.

1. Purpose. Provides guidance and establishes responsibilities for maintaining continuous command and control readiness, and for posturing the HQ AFMC Battle Staff to support all contingency operations. Further guidance on coordinating and executing of delegated responsibilities will be provided when the AF Logistics Concept of Operations (CONOPS) is approved and published.

2. General . For all contingencies involving US military forces, the Department of Defense (DoD) relies on an elaborate, secure, world-wide network of facilities, staffs and communications systems to provide assured command and control for military forces, materiel, and activities. As part of that network, HQ AFMC plays a critical role in preparation, execution, sustainment and reconstitution activities across the contingency spectrum from natural disasters to general war. AFMC must be able to focus any or all of its diverse resources to support contingency operations. The HQ AFMC Battle Staff provides timely, integrated support to the AFMC commander so that he can execute command and control as well as delegated sustainment responsibilities to insure mission success. The Battle Staff's goal is to provide optimum response to all contingencies while minimizing the impact on peacetime AFMC activities that must continue in parallel with contingency operations.

2.1. HQ AFMC Battle Staff Concept of Operations . The HQ Battle Staff is the center for coordinating and directing all types of contingency support operations command-wide. Within the DoD command and control structure, the AFMC Commander performs his supporting commander responsibilities through the HQ AFMC Battle Staff. Located in the AFMC Command Center, the Battle Staff acts as the headquarters' single focal point for all contingency communications with higher headquarters, lateral contingency response staffs, and AFMC centerlevel contingency staffs. The HQ Battle Staff also acquires and disseminates key information to center battle staffs. This assists center commanders in their decentralized decision making and contingency support implementation so vital to operational success. The HQ Battle Staff also addresses contingency support situations that (1) cannot be resolved at the center level, (2) involve more than one center and/or (3) must be elevated to higher headquarters. The HQ AFMC Battle Staff serves as a facilitator for both intra- and inter-Command communications, striving to achieve the most direct and effective communications channels to support contingency needs. Within the JCS deployment process, the HQ Battle Staff centrally coordinates both initial deployments and rotational replacements of AFMC resources.

2.2. Contingency Support Priority. Unless otherwise directed by AFMC/CC, contingency operations Battle Staff response, manning, and issue resolution will take priority over all other HQ AFMC peacetime workloads. HQ Directorates, supporting agencies and HQ field operating agencies (FOAs) will provide assistance, per HQ Battle Staff Director (BSD) request, to assure successful contingency support.

Figure 1.
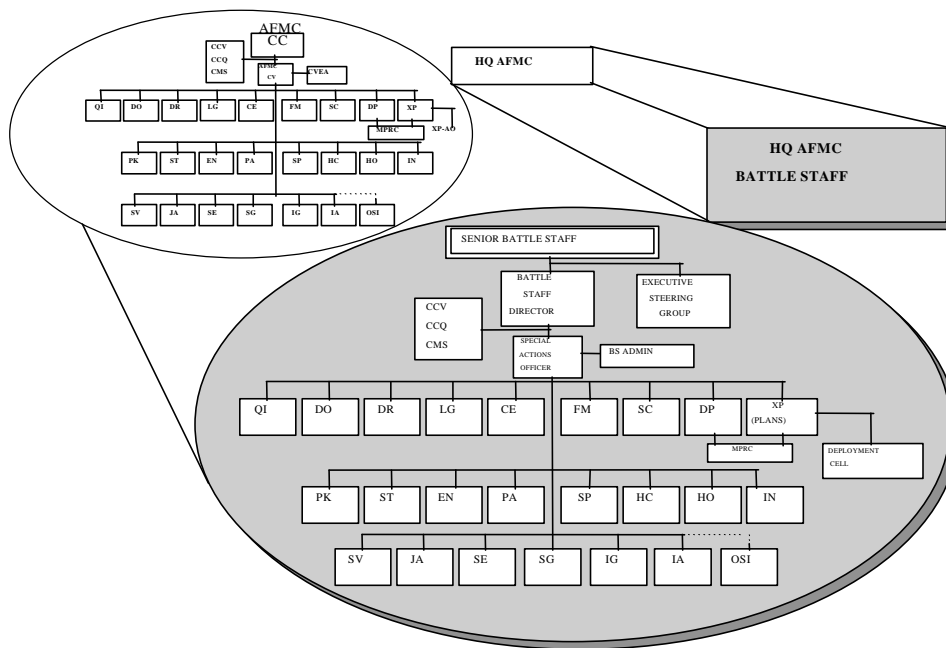
3. HQ AFMC Battle Staff Organization. The HQ Battle Staff is a permanently activated contingency Integrated Product Team (IPT) which is a micro-reflection of the headquarters. Its components include the Senior Battle Staff, the Executive Steering Group and the Operational Battle Staff.

3.1.   Senior Battle Staff. Comprised of the AFMC Commander, Vice Commander, and HQ Directors, it serves as the General Officer Steering Group (GOSG) for the Operational Battle Staff and guides AFMC's overall contingency response. The Senior Battle Staff formulates the overall strategy for contingency response, makes leadership decisions on resource allocation, and gives appropriate guidance for commandwide contingency operations. The Operational Battle Staff supports the Senior Battle Staff.

3.2.   HQ AFMC Battle Staff Executive Steering Group (ESG). Consists of O-6/GM-15s from the Directorate/ staff offices (generally CE, DP, DR, EN, FM, IN, JA, LG, PK, SC, SG, SV, and XP) and is chaired by XP-AO. The ESG supports the Battle Staff by dealing with long-range, in-depth issues that cannot be adequately addressed in the Operational Battle Staff's fast-breaking environment. When the HQ Battle Staff is activated during a contingency, the ESG meets at least weekly to discuss issues and aid the BSD in prioritizing those to be worked. The BSD is a member of the ESG.

3.3.   Operational Battle Staff. An IPT that works all contingency matters, the Operational Battle Staff is permanently activated, 24-hours a day, 365 days a year. All representatives can be recalled to the Battle Staff location within specified response times appropriate to the circumstances. Normal peacetime response is one hour during the duty day and three hours all other times. For fast-breaking situations, more stringent response times may be specified. All Operational Battle Staff members must be experienced in their functional areas as well as their directorates' organizational structure. That background will enable them to rapidly work their tasks or draw on available directorate resources to successfully address all contingency issues.

3.3.1.   Peacetime Operational Battle Staff. The HQ AFMC Battle Staff is always activated, even in what might be considered "peacetime." The AFMC Operations Office (XP-AO), supported by the Wright-Patterson Command Post (88 ABW/CP), monitors day-to-day operations and emerging contingencies. They also provide initial response to changing situations. The Chief, XP-AO, or designated alternate, acts as the BSD for all contingency communications. XP-AO personnel support all peace-time contingency operations, including contingency monitoring and reporting, Battle Staff administration, deployment operations support, manpower/personnel readiness/ deployment processing, and AFMC Command Center readiness functions. XP-AO staff work directly with HQ functional representatives to complete routine contingency command and control actions. When a new contingency begins, the XP-AO Chief makes recommendations to the AFMC Commander regarding Operational Battle Staff size for proper situation response. This can include the immediate recall of some or all Battle Staff members.

3.4.   Operational Battle Staff Composition. Includes the BSD, Special Actions Officer, (SAO) representa tives from each HQ AFMC two-letter organization or equivalent, advisors to the BSD and specialized support activities.

3.4.1.   Battle Staff Director. The AFMC Commander's on-scene representative during contingencies, within an appropriate range of authority, the BSD is authorized to act on behalf of the commander to direct command-wide contingency operations. Where appropriate, the BSD elevates contingency decisions to the Senior Battle Staff for resolution and guidance. Within the scope of responsibilities outlined in the *AFMC War and Mobilization Plan*, Volume 1 (WMP 1), the BSD directs all aspects of HQ Battle Staff management and operations. This includes providing the AFMC Commander and Senior Battle Staff with contingency status updates, proactive situation analysis, organizing the Battle Staff for efficient operation, and directing appropriate AFMC responses to evolving requirements. All BSDs serving during the first two weeks of a significant

contingency must be thoroughly knowledgeable and current in AFMC's materiel support processes and the current customer support posture as well as being well versed in JCS, Joint Command, Air Force and AFMC command and control and deployment operations. During the sustainment phase, the BSD may be any qualified O-6/GS-15 or O-6 Individual Mobilization Augmentee (IMA) with staff activity supervisory experience. All BSDs must have a TOP SECRET clearance. The initial BSD must also have Special Compartmented Information (SCI) access.

3.4.1.1. Initial BSD. The Chief, XP-AO acts as the standing peacetime BSD as well as the initial BSD for all new contingencies. During peacetime operations when there are no key warnings or indicators, XP-AO team leaders serve as alternate BSDs to cover short absences of the Chief. In all cases, the initial BSD receives and analyzes all command and control communications from the 88 ABW/CP, then determines the recommended course of action. Normally, the XP-AO Chief will be the only AFMC BSD so long as the Battle Staff is not a 24-hour operation. When this, or prolonged seven day work weeks occur, alternate BSDs will be necessary. The requirement to use alternate BSDs should be infrequent. The XP-AO Chief will act as an advisor to the alternate and sustainment BSDs when not actively engaged in the BSD shift rotation.

3.4.1.2. Alternate BSDs**.** During significant contingencies, a small cadre of experienced O-6/GS-15 alternate BSDs is required to augment the initial BSD and to bridge the transition from initial response to sustainment operations. During this critical one to two week period, the BSD must be able to not only supervise the Operational Battle Staff's activities, but also anticipate and initiate actions to ensure optimum command posturing for the situation. Alternate BSDs are drawn from HQ directorate positions that have key staff responsibilities relating to AFMCs most significant mission areas. The alternate BSD list should be stabilized as much as possible to facilitate training and communication. The following organizations will provide alternate O6/GS15 BSDs:

- HQ AFMC/XP - one
- HQ AFMC/DR - three
- HQ AFMC/LG - three
- HQ AFMC/CE - one (for natural/manmade disaster response situations)

When notified, tasked directorates will select and prioritize their personnel and assist in formulating the BSD rotation schedule. Due to O-6 and GM-15 reassignments within the HQ, "by-name" tasking of previously qualified but reassigned individuals may be necessary to fill out the alternate BSD rotation.

3.4.1.3. Sustainment BSDs. If extended Battle Staff operations continue after the initial response phase, additional O-6/GS-15 BSDs may be drawn from any directorate. No standing list is required. If needed, directorates will be tasked for augmentees and those selected will be given sufficient "just in time" training. When available, appropriately trained IMAs may be used to supervise sustained Battle Staff operation utilizing annual or volunteer tours, or formal mobilization.

3.4.2. Special Actions Officers (SAOs). During major contingencies, the BSD requires additional assistance provided by SAOs. SAOs integrate and manage Battle Staff production tasks and activities, thus freeing the BSD to work with the Senior Battle Staff and supervise command-wide

activities. The initial BSD determines SAO coverage in consultation with other BSDs. All SAOs will have a TOP SECRET clearance.

3.4.2.1. Initial and Alternate SAOs. XP-AO provides an initial cadre of three O-5/GS-14 SAOs, at least one of whom will have a TOP SECRET/SCI clearance. HQ AFMC DR and LG will each provide two alternate SAOs to serve in conjunction with their directorate BSDs during the initial stage.

3.4.2.2. Sustainment SAOs. If extended Battle Staff operations continue after the initial response phase, additional O-5/GS-14 SAOs may be drawn from any directorate. No standing list is required. If needed, directorates will be tasked for augmentation and the selected augmentees will be given sufficient "just in time" training. When available, appropriately trained IMAs may be used as SAOs during sustained Battle Staff operations, utilizing annual or volunteer tours, or formal mobilization.

3.4.3. Directorate, Supporting Agency and Field Operating Agency Functional Battle Staff Representatives. These are the critical members of the Operational Battle Staff. Each organization will provide (1) a primary and an alternate representative who can meet peacetime Battle Staff recall requirements (see 3.3 above), and (2) enough additional representatives to meet all the directorate's contingency responsibilities. All tasked organizations will provide up to 24-hour/7 day coverage for their functional responsibilities. Workload and representation requirements will vary continuously, depending on the urgency, magnitude, and nature of the situation. In all cases, should the mission require it, directorate Battle Staff representatives have direct access and highest priority to use all directorate assets. Battle Staff representatives must have a SECRET clearance. TOP SECRET is preferable; however, since the need has decreased considerably, organizations with *minimal* Battle Staff roles may maintain SECRET clearances for their members.

3.4.3.1. Directorate Functional Responsibilities. Each directorate must define their functional area's total contingency responsibilities. The BSD will normally assign issues to specific directorate representatives as OPR and OCR based on peacetime functions. Representatives must have a thorough understanding of their directorate's contingency responsibilities and a means to rapidly identify and get additional directorate resources. However, directorate reps may not know enough about all the directorate's responsibilities to be able to work all their tasked issues. They may therefore go to any individual in the directorate for assistance. Directorates with broad functional responsibilities may elect to have additional Battle Staff representatives to provide the required response level in their key functional areas.

3.4.4. Special Advisors to the BSD. The AFMC Commander's Air National Guard Advisor (CCG), Air Force Reserve Advisor (CCV), Quality Air Force Advisor (QI), and Senior Enlisted Advisor (CCC) provide the same advisory service, as required, to the BSD. Unless previously specified, these Battle Staff representatives do not have to maintain a special response capability, but will be used on an as available basis.

3.4.5. Specialized Supporting Activities. There are five specialized activities with specific HQ Battle Staff support functions: HQ AFMC Command Post/Emergency Actions Cell, AFMC Command Center Management Team, Battle Staff Administration, Contingency Operations Deployment Action Team (CODAT) and Manpower/Personnel Readiness Center (MPRC.) The HQ AFMC Command Post/Emergency Actions Cell is on duty 24-hours/365 days. The initial BSD

determines staffing requirements for the AFMC Command Center Management Team, Battle Staff Administration and CODAT. HQ USAF/DPXC/XPM provides guidance to the MPRC to operate beyond normal duty hours. The MPRC supervisor, the team chiefs and Manpower determine MPRC coverage and working hours, and coordinate these arrangements with the BSD.

3.4.5.1. HQ AFMC Command Post/Emergency Actions Cell (EAC). The 88 ABW/CP consolidates command post functions for both Wright-Patterson and AFMC HQ. Their primary role as the HQ Command Post is as the Emergency Actions Cell for processing higher headquarters' Emergency Actions Messages and completing operational reporting. The CP is normally manned by one controller in peacetime; in a contingency, it is staffed according to the actual or expected work volume.

3.4.5.2. AFMC Command Center Management Team (CCMT). AFMC/XP-AO CCMT provides day-to-day operation and maintenance for the AFMC Command Center. When directed, the CCMT prepares the Command Center for Battle Staff operations and provides audiovisual and graphics support. For extended 24-hour operation, the CCMT may require limited augmentation from the HQ AFMC Executive Presentations Unit. The initial BSD will specify requirements at time of need.

3.4.5.3. Battle Staff Administration. While AFMC/ XP-AO provides administrative support for smaller operations from its own resources, the initial BSD will determine whether additional administrative support is necessary to handle the volume of work caused by a larger contingency. AFMC/SCX maintains an administrative support augmentation list from eligibles throughout the headquarters. Annually, XP-AO gives the following year's administrative support requirements to SCX by 1 September, specifying the number and security clearance requirements: TOP SECRET for shift chiefs and SECRET for other admin personnel. By 10 September, SCX sends a tasking letter identifying the personnel required from each HQ organization. By 30 September, each tasked organization will furnish SCX with the name, rank/grade, security clearance, duty and home phone numbers of each tasked individual, and ensure each has an AF Form 1199 (**Command Center Access Badge**) with an open "C". By 10 October, SCX will provide an administrative support unit personnel roster to XP-AO. When notified of a requirement by XP-AO, SCX will task each organization to identify their participants and forward the list to XP-AO. Those tasked will report any personnel changes to SCX, who will then forward them to XP-AO.

3.4.5.4. Contingency Operations Deployment Action Team (CODAT.) The core of AFMC's initial deployment response to a contingency. Planners from XP-AO comprise the CODAT, with HQ AFMC deployable forces Functional Area Managers (FAMs) augmenting the planners. CODAT activities include monitoring GCCS newsgroups (teleconferences), ensuring AFMC forces are shown correctly in the Time Phased Force Deployment Data (TPFDD), and directing command resource deployments. They update AFMC deployment forces in current plans, TPFDD data bases and the *AFMC War and Mobilization Plan*, Volume 3 (WMP 3) and work with the MPRC staff (see below) for individual rotational and Air Force Specialty Code (AFSC) deployments. All of AFMC's TPFDD actions, materiel and personnel alike, are processed through the CODAT. The CODAT provides force composition and beddown information to the HQ Battle Staff and to the Centers. The CODAT is also the interface between the AFMC Battle Staff and counterpart planners at Joint, CINC, Service, AF component and other Air Force MAJCOM levels. The BSD may also task CODAT personnel to perform other Bat-

tle Staff duties, so long as the workload doesn't overwhelm the small CODAT staff. All CODAT members must have TOP SECRET clearances.

3.4.5.5. Manpower/Personnel Readiness Center (MPRC). AFMC's focal point for all active, guard, reserve military and civilian requirements/resource actions, the MPRC is staffed by individuals assigned to Manpower (XPM), Reserve Affairs (CCV), and Personnel (DPXX). The MPRC is augmented by XPM and DP personnel for expanded hours. MPRC personnel work closely with the CODAT, with HQ AFMC FAMs and AFSC Managers on all contingency actions that involve AFMC personnel. The MPRC works the manpower and personnel portion of any deployment involving AFMC. For rotational assignments, the Air Force Personnel Center tasks AFMC with deployment requirements to be filled. The MPRC, in cooperation with the appropriate FAMs, levies these personnel requirements on AFMC units. In contingencies, tasking comes through the CODAT as a tasking or execute order for a specific OPlan and its TPFDD. The MPRC validates the UTC requirements, coordinates with the appropriate functional manager, and sends the levy requirements to the tasked installation/unit. The MPRC works other personnel issues during contingencies, including non-TPFDD deployments, personnel substitutions, rotation and filler actions, and mobilization issues. MPRC personnel must have a TOP SECRET clearance.

4. Organizational Responsibilities. The HQ Battle Staff functions parallel those normally assigned to the same organizations in peacetime. Common responsibilities exist for each functional directorate, while additional contingency areas are assigned to specific directorate OPRs.

4.1. Common Functional Area Responsibilities:

- Managing Unit Type Code (UTC) sourcing, personnel and equipment to support contingency deployments.
- Command-wide sustainment oversight and management, when personnel deployments create baselevel shortfalls that cannot be handled by available center resources.
- Preparing for and mobilizing reserve units and Individual Mobilization Augmentees (IMAs) associated with the functional area. This includes developing command-wide requirements, justification and monitoring mobilization progress.

4.2. Contingency Issue OPRs. To resolve any command tasking during contingency operations, all HQ AFMC organizations are represented on the Battle Staff, with each working all its functional responsibilities. The following contingency issue areas are assigned to specific Battle Staff members as the lead OPR. All other Battle Staff members are available as OCRs. Based on workload, complexity of the issue and representative expertise, each OPR directorate will determine whether any separate issue areas require a dedicated individual directorate Battle Staff representative(s).

88 ABW/CP	Emergency actions (when functioning as HQ AFMC Command Post)
AFMC/CE	Civil engineering, EOD, disaster preparedness and response
DO	OPREPS, SORTS, flight operations, air traffic control, weather
DP	Personnel (including personnel accountability), activation (including mobilization) and related personnel/manpower C2 systems

DR Single manager interface including weapon system support/status, immature systems deployment and rapid response process; munitions, propulsion, space systems, Special Access Required (SAR) programs

EN Engineers (deployment)

FM Finance and accounting

IN Intelligence

JA Legal

LG Supply/lean logistics, maintenance (Depot, 2-level, surge, acceleration, compression), item management, transportation, fuels

PA Public affairs, information releasability

PK Contracting

SE Safety

SG Medical

SC Communications and computers

SP Security, terrorism, counterterrorism

ST Laboratories, science & technology

SV Services (billeting, food services, mortuary, recreation)

XP Deployments, command and control, command relationships, plans, GCCS, AFMC C2S, secure e-mail, combat mission needs statement assignments, staff/center battle staff briefing and SITREP coordination, manpower, organization

5. Battle Staff Flexible Response. Technically, the HQ Battle Staff is always activated. Thus, the key variables are response time, staffing and operating location. This is the central concept behind the Battle Staff's flexible response approach. New contingencies, on-going support and each functional area's workload variations are all critical factors in the Operational Battle Staff's day-to-day makeup. The HQ Battle Staff will operate with the minimum on-site personnel required to provide responsive support for any contingency. Each directorate determines the staffing required to support their workload. Representatives do not have to be physically present if their workload is insufficient. The BSD will elevate any directorate representation concerns to the Senior Battle Staff if agreement with the representatives themselves can't be reached. Representatives must always be able to initiate work on BSD taskings no later than their specified response time.

 5.1. Responsiveness and Representation. Peacetime response is one hour during the duty day and three hours during non-duty hours. The acting BSD may recall selected individuals or the entire Battle Staff when urgent information or taskings are received. As the situation warrants, the BSD may convene the entire Battle Staff (including the Senior Battle Staff) for a situation briefing. This will cover current operations, an intelligence update, command readiness and Battle Staff administraative procedures for the contingency. As the situation warrants, the BSD may convene the entire Battle Staff (including the Senior Battle Staff) for a situation briefing. This will cover current operations, an intelligence update, command readiness and Battle Staff administrative procedures for the contingency. As a situation develops, the BSD may also require faster response times for the entire Operational Battle Staff, selected functional area representatives, or specific issue OPRs. These on-call personnel may be in any location that would enable them to meet their response requirements. When unavailable

at the location/telephone specified for their recall, other provisions must be made (beeper, cellular phone, answering machine, alternates, etc.). When necessary, the BSD may direct that specific functional area representatives be physically present in the Command Center during any period, including 24-hour operations.

5.2. Operational Battle Staff Representative Recall. The 88th ABW Command Post will make all Battle Staff recalls IAW AFMC HOI 10-4, *HQ AFMC Emergency Notification, Alert and Recall* (formerly AFMCI 10-205.) The primary means during normal duty hours is the Headquarters Automatic Notification System (ANS). Organizations must notify their designated Battle Staff members to report. If unavailable, a qualified substitute must be provided. After duty hours, the Command Post will use first the Battle Staff notification list, then the Standby Duty Officer roster, and finally the list of key individuals to locate a qualified representative.

5.2.1. Recalling Selected Organizational Representatives. The BSD (or his/her designate) will initiate a selected recall by using the same lists as for a total recall (see 5.2. above.)

5.2.2. Standby After Recall. If organizational representatives go on telephone standby after being initially recalled, the last representative to depart must ensure that the BSD has a 24-hour point-of-contact list for that organization. Subsequent recalls will be initiated by the on-duty BSD.

5.2.3. Organizational Staff Responsiveness. Each functional organization will establish recall procedures for any augmenting personnel deemed necessary to provide additional support, depending on the contingency and anticipated workload.

5.3. Battle Staff Operating Location. The HQ AFMC Command Center (basement of building 266) is the home of the Battle Staff. Depending on the activity level, the Battle Staff may operate from different areas within the facility. In a contingency's initial stages or during a small operation when the entire Battle Staff has not been recalled, the CODAT/MPRC facility (Area 34, Command Center upper level) may be sufficient. Larger operations will require activating the main Battle Staff area on the lower level. Both offer a secure environment with classified work areas, secure communications equipment and computers. However, the Command Center floor offers the additional space necessary when a large percentage of functional representatives are present. Organizations with significant taskings/responsibilities during contingencies have assigned floor positions and equipment. For those with occasional taskings, common user workspaces are available. Unless the BSD directs otherwise, each organization will determine whether its representatives work in the Battle Staff area or back at their offices. During major contingencies, most representatives will complete as much of their Battle Staff work as possible in the Command Center to take advantage of the secure facility. Additionally, all organizations must be represented at situation briefings per BSD direction.

6. Entry and Access to the HQ AFMC Command Center. The Command Center is a secure facility requiring controlled access. See HOI 31-201, *HQ AFMC Command Center Physical Security, Entry Access and Scheduling*. All Battle Staff representatives subject to recall must be processed for a controlled area badge prior to being placed on their organization's roster. Failure to do this will delay entry into the Command Center, since previously uncleared individuals must be accompanied by their security manager with proof of clearance (AF Form 2586, **Unescorted Entry Authorization Certificate**). Entry is controlled by one of two methods:

During major contingencies with a large staff, 24-hour operations and frequent visitors, the BSD will request 24 hour security police entry control from the 88th Security Police Squadron IAW HOI 31-201.

For smaller battle staffs, the BSD may request the CCMT selectively issue temporary swipe badges to Battle Staff members requiring regular access. Less frequent user members should call either the Battle Staff administration (71066) or the Deployment Cell (75648) from the Command Center entry door for access.

> **6.1. Visitor Control.** Anyone not on the Battle Staff access list is considered a visitor, and will be escorted at all times by a properly authorized Battle Staff member, who will confirm both clearance and need to know. All visitors will be signed in and out on the access log at the Command Center's main entrance. Escorts will obtain a temporary visitor badge through Battle Staff administration. If the Battle Staff is operating only from the Deployment Cell, they will issue temporary credentials as required.

7. Safeguarding Classified Information. Each Battle Staff member will properly mark, process and store classified information under his/her control. Normal marking and transmitting rules apply at all times during battle staff operations. The Command Center is *not* approved for open storage. The BSD may allow classified material to be left at work areas if sufficient personnel are present around the clock. When a work station is briefly unattended, inform an adjacent worker and use cover sheets to protect classified material. The BSD will ensure that someone is always present on the Battle Staff floor. When an area is to be left unattended, all classified material must be stored in a Command Center safe or taken back to the owner's office. This is an organizational responsibility. The BSD will ensure all classified is secured whenever any Command Center area is being closed down.

8. Battle Staff Operating Hours. The BSD sets the operating hours for advisors, supporting agencies, administrative support and the facility. The BSD also establishes the Battle Staff shift change and situation update briefing schedule, and Senior Battle Staff situation briefings. Organizations may set shift hours for their functional representatives so long as the timing doesn't interfere with any tasked situation/ shift change briefing inputs. Unless the BSD agrees, no one will be scheduled for shifts in the Command Center longer than 12 hours. However, a directorate may place their on-call personnel in that status as long as necessary. Schedule all full-time civilian personnel to ensure 80 work hours in each pay period.

9. Contingency Communications. To ensure seamless support, the BSD must be aware of all official contingency communications that occur. During peace-time, all contingency related communications must be coordinated with the AFMC/XPAO Chief, the peace-time BSD. During normal or heightened Command Center Battle Staff operations, all contingency-related messages will go out using the message address symbol "HQ AFMC/BSD," and must be released by the BSD, including newsgroup (teleconference) messages. The EAC will ensure that the BSD receives a copy of any contingency-related operational report within or involving AFMC. In peace-time, these are sent to the XP-AO Chief. All contingency-related official communications must be coordinated with the BSD, regardless of functional

addresses. The BSD will also be an info or courtesy copy addressee on all contingencyrelated correspondence.

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Attachment 1

GLOSSARY OF ABBREVIATIONS AND ACRONYMS

Abbreviations and Acronyms

AFSC—Air Force Specialty Code

ANS—Automatic Notification System

BSD—Battle Staff Director

CCMT—Command Center Management Team

CODAT—Contingency Operations Deployment Action Team

CONOPS—CONcept of OPerations

C2S—Command & Control Systems

EAC—Emergency Actions Cell

EOD—Explosive Ordinance Disposal

ESG—Executive Steering Group

FAM—Functional Area Manager

FOA—Field Operating Agency

GCCS—Global Command & Control System

GOSG—General Officer Steering Group

IAW—In Accordance With

IMA—Individual Mobilization Augmentee

IPT—Integrated Product Team

MPRC—Manpower/Personnel Readiness Center

OCR—Office of Collateral Responsibility

OPR—Office of Primary Responsibility

OPREP—OPerational REPort

SAO—Special Actions Officer

SAR—Special Access Requirement

SCI—Special Compartmented Information

SDO—Standby Duty Officer

SITREP—SITuation REPport

SORTS—Status of Resource Training Systems

TPFDD—Time Phased Force Deployment Data

UTC—Unit Type Codes

WMP—War and Mobilization Plan (5 volumes)